

The Maryland Department of Transportation (MDOT) continues to implement Governor Hogan's transportation agenda with innovative techniques to ensure taxpayer dollars go further, and with a concentrated focus on customer service. Transportation Secretary Pete K. Rahn reinforces Governor Hogan's commitment to customers by establishing an organizational philosophy that "Every day is Customer Service Day at MDOT." And, MDOT is winning national recognition. Now, this accountability-focused organization is ready to take on the largest public-private partnership highway project in North America.



1 Getting People Moving

Undertaking the largest Public-Private Partnership (P3) highway project in North America, the \$9 billion Traffic Relief Plan (TRP) will add new lanes to I-270, the Capital Beltway (I-495), the Baltimore Beltway (I-695), and the Baltimore-Washington Parkway (MD 295), dramatically transforming miles of critical commuting roadways.

The TRP involves engaging the private sector to build new express toll lanes on I-495 and I-270. Currently, these are the two most heavily traveled freeways in the region, each carrying more than 200,000 daily trips. The P3 developers will design, build, finance, operate and maintain new lanes on I-495 between the American Legion Bridge and the Woodrow Wilson Bridge as well as new lanes on I-270 between I-495 and I-270.

These roads are part of the backbone of Maryland's economy. Aside from carrying hundreds of thousands of commuters, I-270 is also the predominant route for freight movement between Maryland's metropolitan Washington,

D.C. corridors and points west. Governor Hogan and Secretary Rahn's decisive action will help transform these highways for decades to come.

The scope of the TRP broadened in December 2017, when Governor Hogan and Secretary Rahn announced a third phase of the project for Baltimore. The \$461 million plan will add new lanes to 27 miles of highway, delivering peak-hour congestion relief to the Baltimore region. This includes adding a lane to the inner and outer loops of the Baltimore beltway (I-695) from I-70 to MD 43 and extending the Express Toll Lanes on I-95 by an additional 7.75 miles to MD 24. Also in the plan is the design and construction of a new configuration to the I-695 and I-70 interchange, often referred to as the "triple bridges." This brings the administration's investment in new transportation projects in the Baltimore region to \$7 billion.

As of December 2017, there were 846 projects under construction across Maryland. The projects being funded cover local highway and road priorities in every county of the state as well as paving the highways to deliver safer, smoother rides for Marylanders. In just 3 short years, MDOT State Highway Administration (MDOT SHA) will have resurfaced half of the state's lane miles of highways — 8,500 miles.





2 BaltimoreLink Delivered as Promised

The BaltimoreLink transit system provides over 130,000 more people access to high-frequency transit since it was launched by the MDOT Maryland Transit Administration (MDOT MTA) on June 18, 2017. Designed to move more people to more places than ever before, BaltimoreLink increases connectivity between buses, light rail, subways, and MARC trains using 12 high-frequency, color-coded bus routes. MDOT MTA constantly collects and analyzes its system and passenger data to enable ongoing BaltimoreLink route adjustments. For example, new service is currently being introduced to serve the growing job center at Sparrows Point. Sparrows Point is undergoing redevelopment and several large employers are moving to the Tradeport Atlantic development area. The exciting new BaltimoreLink transit system includes new transit hubs, dedicated bus lanes that move commuters up to 25 percent faster during rush hours, and transit signal priority to help keep buses moving while linking commuters to other modes of transportation.

Another part of Governor Hogan and Secretary Rahn's vision for Baltimore launched in 2017 is the North Avenue Rising project. This \$27 million investment by state, federal, and Baltimore City governments, along with the private sector, will improve access to jobs and support economic development in a part of the city that has faced challenges. The North Avenue Rising project will enhance transit speed and efficiency with transportation infrastructure improvements. The project is celebrating the start of the design and public engagement phase which includes seeking community input for a cohesive approach to delivering this transportation solution.



3 Improving Travel with Smart Traffic Signals

In October 2017, Governor Hogan and Secretary Rahn announced that MDOT SHA is investing \$50.3 million to deploy cutting-edge Smart Traffic Signals. This technology will improve traffic operation and ease congestion for nearly 700,000 drivers per day on 14 major corridors across the state. The system uses real-time traffic conditions and computer software that dynamically adjusts the timing of traffic signals and synchronizes the entire corridor to keep traffic moving. A Smart Signal pilot study by MDOT SHA on MD 24 in Harford County found the system reduced travel time by 13 percent.



**4**

MDOT Delivering Tangible Results to Our Customers

Serve customers, measure results and make changes for continuous improvement. That's the framework behind the MDOT Excellerator Performance Management program, an internal program that combines Governor Hogan's passion for customer service, with Secretary Rahn's commitment to performance-driven management.

The MDOT Excellerator brings together diverse staff members from all of MDOT's Transportation Business Units. They measure performance contributing to ten tangible results by tracking more than 120 performance indicators and determining process improvements. Every quarter, Secretary Rahn and the executive leadership of MDOT meet to review strategies, measures and process improvements to find better ways to do business. The results of each MDOT Excellerator quarterly meeting are published on the MDOT website. More information about the MDOT Excellerator can be found at www.mdot.maryland.gov.

MDOT constantly looks to the public for feedback. Every year, MDOT measures customer satisfaction and tracks how Marylanders rate their MDOT experience. This year, 87 percent of customers polled reported they were satisfied or very satisfied with services they had received from MDOT. It's an important tool for understanding how well MDOT is delivering on its mission and the Governor's Customer Service Promise. As MDOT continues to drive down wait times, increase online customer services, and advance its technology to improve customer service, it is proving "Every Day is Customer Service Day at MDOT."

5

Fixing, Replacing, and Adding to Maryland's Bridges

In 2015, Governor Hogan and Secretary Rahn committed to fixing all 69 of Maryland's structurally deficient bridges. As of December 2017, 48 have been addressed and 21 are actively moving toward construction or repair.

The Maryland Transportation Authority (MDTA) plans a massive \$750 million infrastructure project to replace the Governor Harry W. Nice Memorial Bridge that spans the Potomac River in Charles County. A newer, wider, safer bridge is scheduled to be completed in 2023, and will help ease the daily congestion felt by many travelers today. The MDTA is currently preparing for companies to begin the bidding process in 2018.

To further address congestion relief, the MDTA has commissioned the Chesapeake Bay Crossing Study to explore adding an additional corridor across the bay. Approximately 72,000 cars cross the Chesapeake Bay Bridge every day and relieving congestion is vital to supporting an ever-increasing demand for access to the Eastern Shore. The public is helping to provide valuable input to the study which began in November 2017.

6

Using Innovation to Address Traffic Congestion Along I-270

MDOT SHA awarded the \$100 million I-270 Innovative Congestion Management project, which will deploy automated smart traffic systems and lane redesign to save drivers time along this 34.4-mile corridor. The changes to the southbound corridor will save morning commuters traveling from Frederick to I-495 approximately 30 minutes every day. The project, which is expected to be completed in 2019, addresses 14 bottlenecks, adds 23 new lane miles, and adds more than 30 intelligent signals that work together to deliver time-saving dynamic traffic management along the entire I-270 corridor — welcome news for a corridor currently carrying up to 261,200 vehicles each day. MDOT SHA used an innovative procurement approach never used by a state

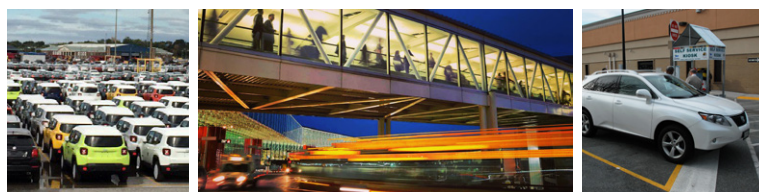
transportation department. MDOT SHA set the budget and asked for ideas. The proposal that moved the most people the farthest and the fastest along the congested I-270 corridor would win the contract. This creative thinking on behalf of MDOT continues to drive innovative solutions for some of the most congested areas in the country.

7 Purple Line Construction Started

To further add to the Governor's dedication to improving Maryland's infrastructure, in August 2017, U.S. DOT Secretary Elaine Chao, Governor Hogan, and Secretary Rahn broke ground on the long-awaited Purple Line light rail project.

The 16-mile Purple Line will run east-west inside the Capital Beltway from Bethesda to New Carrollton, with 21 stations connecting Metrorail's Orange, Green, and Red lines; three MARC train lines; and Amtrak at New Carrollton. This interconnectivity is part of the transformative nature of the project, which will connect Marylanders with daily trips to jobs and schools, while improving the quality of life throughout Prince George's and Montgomery counties.

An economic driver for the region, the Purple Line, is being financed through an innovative combination of federal, state, local, and private sector investments, ensuring that Maryland's taxpayers get maximum return on their tax dollars.



8 Continuing to Break Records

BWI Marshall Airport continued its record growth, serving 25,686,444 passengers in FY 2017, a 4.1 percent increase, achieving an all-time record. BWI travelers have more options than ever with two new international gates and three new airlines offering more regions and more cities than ever before in BWI's history. The number of nonstop markets served by BWI Marshall Airport increased to 83 markets in 2017. New airlines and service to new cities ensure BWI Marshall remains the busiest airport in the region.

MDOT MPA broke cargo records in numerous categories and the Journal of Commerce once again named the Helen Delich Bentley Port of Baltimore as one of the most productive container ports in the nation. The Port moved, on average, an astounding 61 containers per hour, per berth — faster than most other major American ports. The Port now supports 127,000 jobs and has handled the most cars among all U.S. ports for six consecutive years. The MDOT MPA will host North America's first GreenPort Congress in May 2018. This event brings national and international port colleagues together to learn about and discuss the latest in environmental port leadership.

9 MDOT OneStopShop Means More Than 350,000 Happy Customers

In May 2017, MDOT launched a new, MDOT OneStopShop customer-focused website, where Marylanders can address most of their transportation needs at one centralized web destination. Among the options available are renewing car registration, purchasing an *E-ZPass*®, checking flight status at BWI, buying a Charm Card for transit in Baltimore, finding information on cruises setting sail from the Helen Delich Bentley Port of Baltimore, and much more.

The MDOT OneStopShop is all about enhancing MDOT customer service — making it easier and faster for Marylanders to connect to life's opportunities. Since June 2017, more than 350,000 customers have visited the site at mdotonestopshop.maryland.gov.

For MDOT MVA, the MDOT OneStopShop has been just one element of its relentless focus on improving the customer experience. MDOT MVA is leveraging technology to benefit the customer. This includes special vision screening stations and internet kiosks, greeters using tablet computers to process customers more rapidly, and allowing Marylanders to begin their driver's license renewal online and finish it in person. Statewide, customer wait times at MDOT MVA have been reduced by 7.4 minutes in less than a year, which has improved customer satisfaction dramatically.

MDOT MVA has also reached out to other agencies to let Marylanders do more while at one of its locations. Now, at an expanding list of MDOT MVA locations, customers can purchase an *E-ZPass*®; obtain hunting, fishing, and crabbing licenses; or even secure TSA PreCheck or Transportation Worker Identification Credentials (TWIC). MDOT MVA has issued 4,839 TSA PreChecks and 1,424 TWIC cards as of December 2017.



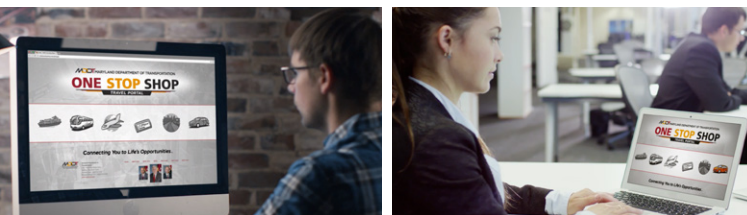
10 Winning 167 Awards and Recognition as Transportation Experts

MDOT continues to hire the best people to provide exceptional transportation products and services for Marylanders. These employees are breaking performance records, providing innovative transportation leadership, thinking outside of the box, and winning national accolades from their peers across the country.

MDOT's Transportation Business Units have won more than 167 awards and acknowledgments in the past three years, covering everything from planning to design, communications to construction and operations.

On January 27, 2017, Secretary Rahn and MDOT Transportation Business Unit executives accepted 17 of the 22 Maryland Quality Initiative (MdQI) Awards of Excellence. The MdQI is a consortium of private sector industry associations and public-sector transportation agencies that collectively decide the winners and host the annual presentation of these elite awards. MDOT received multiple MdQI awards for two major projects, including a Partnering in Construction Silver Award for dual steel bridges on US 13 over the Pocomoke River (MDOT SHA) and a Partnering Gold Award for deck rehabilitation of bridges on I-95 south of the Fort McHenry Tunnel (MDTA).

MDOT Motor Vehicle Administration (MDOT MVA) won a prestigious award for its Mobile Driving Test App and was honored with an Interactive Media Award for its School Bus Mobile Safety Inspection App. These awards are very challenging to win and represent the very best in a government category.



In April 2017, MDOT MTA received the Bus Safety & Security Excellence Award — Certificate of Merit from the American Public Transportation Association for its Bus Turn Alert System, which reduces pedestrian accidents and improves safety.

The MDOT Maryland Port Administration (MDOT MPA) continued its commitment to the environment and received recognition from the International Organization for Standardization (ISO) for recertification of its Environmental Management System in June 2017. This commitment includes complying with all regulations and laws, preventing or mitigating adverse environmental impacts, protecting public health, and communicating environmental information to all interested parties and communities.

The MDOT MPA received an “Excellent” rating from the U.S. Coast Guard for its annual security review of the Port’s public marine terminals. This is the seventh consecutive year MDOT MPA has received an “Excellent” rating.

In January 2017, the Maryland Quality MBE/DBE Design Award went to the Baltimore Washington International (BWI) Thurgood Marshall Airport for their runway safety area, pavement management and standards compliance program.

MDOT continues to win national recognition for its transportation leadership. A complete listing of all MDOT awards is available online at www.mdot.maryland.gov.

As we move into next year, MDOT is dedicated to leading the way with innovative transportation initiatives and exceptional customer service to improve the way it connects Marylanders to life's opportunities.





Boyd K. Rutherford
Lt. Governor



Larry Hogan
Governor



Pete K. Rahn
*Secretary of
Transportation*

Maryland Department of Transportation Aviation Administration
Maryland Department of Transportation Transit Administration
Maryland Department of Transportation Motor Vehicle Administration
Maryland Department of Transportation Port Administration
Maryland Department of Transportation State Highway Administration
Maryland Transportation Authority



Maryland Department of Transportation

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